

Town of Drumheller COUNCIL MEETING AGENDA

April 7 at 4:30 PM

Council Chamber, Town Hall

224 Centre Street, Drumheller, Alberta



Page

1.0 CALL TO ORDER

2.0 MAYOR'S OPENING REMARK

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

3-7 5.1.1 Regular Council Meeting Minutes of March 24, 2014

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

6.1 Dinosaur Trail Golf and Country Club Presentation

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. ACTING CAO

8-49 8.1.1 RFD - Strategic Business Plan

50-51 8.1.2 RFD - Appointment to the Municipal Planning Commission

Page

8.1. ACTING CAO

52-55 8.1.3 RFD - Appointments to the Drumheller Public Library Board

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

8.3. DIRECTOR OF CORPORATE SERVICES

8.4. DIRECTOR OF COMMUNITY SERVICES

56-58 8.4.1 RFD - 2014 Recreation Fees

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICE OF MOTION

13.0 COUNCILLOR REPORTS

14.0 IN-CAMERA MATTERS

**Town of Drumheller
COUNCIL MEETING
MINUTES**

**March 24, 2014 at 4:30 PM
Council Chamber, Town Hall
703-2nd Ave. West, Drumheller, Alberta**



PRESENT:

ACTING MAYOR: Patrick Kolafa

COUNCIL:

Jay Garbutt

Lisa Hansen-Zacharuk

Tara McMillan

Sharel Shoff

Tom Zariski

CHIEF ADMINISTRATIVE OFFICER/ENGINEER:

Ray Romanetz

DIRECTOR OF INFRASTRUCTURE SERVICES:

Allan Kendrick

DIRECTOR OF CORPORATE SERVICES:

Byron Nagazina

DIRECTOR OF COMMUNITY SERVICES:

Paul Salvatore

RECORDING SECRETARY:

Linda Handy

ABSENT: Mayor Terry Yemen

1.0 CALL TO ORDER

Acting Mayor Patrick Kolafa congratulated the Drumheller Dragons for winning the second round of playoffs and the Drumheller Raptors for winning the CAHL League Championship.

2.0 MAYOR'S OPENING REMARK

- 2.1 Acting Mayor Patrick Kolafa presented a letter from Hon. Ric McIver, Minister of Infrastructure re sewer odour in the Nacmine/Newcastle area. In his letter, Hon McIver commented that if Grayson Excavating Ltd.'s upgrades do not rectify the sewer odour problem, the Province is prepared to implement further changes.

3.0 PUBLIC HEARING

4.0 ADOPTION OF AGENDA

MO2014.42 Garbutt, Hansen-Zacharuk moved to adopt the agenda as presented.
Carried unanimously.

5.0 MINUTES

5.1. ADOPTION OF REGULAR COUNCIL MEETING MINUTES

5.1.1 Regular Council Meeting Minutes of March 10, 2014

MO2014.43 Shoff, Zariski moved to adopt the Regular Council Meeting Minutes of March 10, 2014 as presented. Carried unanimously.

5.2. MINUTES OF MEETING PRESENTED FOR INFORMATION

5.3. BUSINESS ARISING FROM THE MINUTES

6.0 DELEGATIONS

6.1 Curling Club

Kellie Eddie, on behalf of the Curling Club, stated that the curling club membership wished to move forward on a new curling rink building. Their first goal is to collaborate with the Town on land – their preferred site is at the current location. K. Eddie asked what the club needs to do in order to secure a commitment on this land. They intend to facilitate their own resources for the demolition and rebuild.

CAO Ray Romanetz advised that a new curling rink is part of the overall Recreation Master Plan but no grant funding is available to move forward with Phase 2. He explained that the newest version of the Building Canada Fund does not include recreation facilities. He further advised that based on synergies - equipment sharing, refrigeration, power lines - the preferred layout is as shown on the concept drawings (directly behind the existing arena on the site where the double tennis courts are currently located). He further advised that there is adequate space for both the curling rink and the skateboard however additional parking will have to be found in another area.

H. Kostelecky advised that the BCF Fundraising Committee started the conversation with the Curling Club in order for their members and the public in general to be more engaged in the process with Town Council and Administration in moving Phase 2 forward.

Responses from Council's questions include:

- Current Curling Club membership of 200;
- Proposed size of the building to be in comparison with other municipalities of a similar population; and
- Today the "ask" is for land, and then the Curling Club would move forward on discussions with the Town regarding funding, operations and in-kind contributions.

Acting Mayor Kolofa thanked Kellie for presentation.

6.2 Tough Mudder Event

Ryan Semchuk provided an overview of the Tough Mudder event which will be held the weekend of September 6 & 7, 2014 at the Drumheller Stampede Ground. Designed by British Special Forces, Tough Mudder features a 10+ mile obstacle course challenge that is the ultimate test of strength, grit, stamina and teamwork. Partners include the Town of Drumheller, Travel Alberta, Drumheller Festival Society (liaison with Tough Mudder) and the Drumheller Chamber (communications and engagement with local merchants). Tough Mudder has entered into a five (5) year agreement with the Stampede Grounds and Drumheller Off Road Vehicle Association. It is expected that there will be approximately 10,000 participants and the partners want to ensure that Drumheller will be chosen as an annual event. The Festival Society is responsible for getting \$200,000 of in-kind support (items that need to be sourced out locally, i.e. equipment / manpower) and research grant availability. There will be sponsorship opportunities. Councillor J. Garbutt expressed a concern with a possible capacity issue and the lack of time to prepare for the event, considering that there is five (5) months until the event. Ryan agreed stating that conversations must happen quickly with the partners, sponsors and volunteers to ensure logistics are in place. He encouraged the public to view the online messaging and communications via Facebook.

7.0 COMMITTEE OF THE WHOLE RECOMMENDATIONS

8.0 REQUEST FOR DECISION REPORTS

8.1. CAO

8.2. DIRECTOR OF INFRASTRUCTURE SERVICES

8.3. DIRECTOR OF CORPORATE SERVICES

8.3.1 RFD - Selection of Automated Teller Machines (ATM's)

B. Wulff stated that the Town proposes to place two ATM's at three locations – Badlands Community Facility, Aquaplex, and the Arena throughout the year depending on the season, special event, traffic flow and the demand of cash purchasing opportunities. Based on the number of transactions at similar sized facilities, the ATMs would be cost recovered within 1 ½ years. The cost per machine varies depending on the percentage of the transaction fee that is collected. He requested Council's direction based on three scenarios.

MO2014.44 Shoff, Hansen-Zacharuk moved that the Town acquire 2 ATM's from Access Cash under "Scenario 3" for \$4,900 (which includes GST) to be located at the Badlands Community Facility and the Drumheller Memorial Arena (August 31st to March 31st) and the Drumheller Aquaplex (April 1st to August 30th).

Discussion on Motion:

In response to a question regarding maintenance or breakdowns of the ATMs, B. Wulff clarified that the turnaround time for repairs will be within 2 to 3 days as the supplier is

in the Drumheller area 2 to 3 times per week. With regard to security issues, B. Wulff stated that the Town will provide the appropriate personnel as security and security cameras will be within close proximity to the ATMs.

Vote on Motion:
Carried unanimously.

8.4. DIRECTOR OF COMMUNITY SERVICES

8.4.1 Volunteer Appreciation Celebration

P. Salvatore announced the Volunteer Appreciation Celebration to be held on April 5, 2014 at the Badlands Community Facility. All the Town volunteers are encouraged to attend a free luncheon and an entertaining afternoon.

9.0 PRESENTATION OF QUARTERLY REPORTS BY ADMINISTRATION

10.0 PUBLIC HEARING DECISIONS

11.0 UNFINISHED BUSINESS

12.0 NOTICE OF MOTION

13.0 COUNCILLOR REPORTS

- 13.1 Councillors Hansen-Zacharuk and Shoff presented their findings, the facts and a recommendation in the East Coulee Water Fill Station Task Force Report dated March 24, 2014. Their recommendations are as follows:
- 1) The water fill station should be installed at this location (based on Stantec's site plan).
 - 2) The size of the line for the water fill station is not to exceed 1 ½" and also would include bucket fill smaller quantity of water.
 - 3) The hours of operation are from 7:00 AM – 10:00 PM as per the Community Standards Bylaw and activity is to be monitored to ensure compliance.
 - 4) The appearance of the water fill station should be chosen to enhance the appearance of the entrance to East Coulee. Options will be provided and we will ask East Coulee for their preferred option.
 - 5) The size of the trucks permitted to use the fill station must be no larger than 28,000 kgs.

MO2014.45 Hansen-Zacharuk, Shoff moved to approve the East Coulee Water Fill Station Task Force Report dated March 24, 2014 as presented.

Discussion on Motion:

In response to a concern expressed from Council on how the Stantec Report is communicated to the East Coulee residents regarding their well water, R. Romanetz advised that copies of the Stantec Report have been provided to Keith Lee – Alberta Health Services for their review and government agencies will need to come together to discuss any steps that need to be taken. He further stated that residents may obtain a copy of the Stantec Report by contacting his office.

Vote on Motion:
Carried unanimously.

14.0 IN-CAMERA MATTERS

There being no further business, the Acting Mayor declared the meeting adjourned at 6:20 PM.

Mayor

Chief Administrative Officer



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.1.1



Request for Decision

Date: April 4, 2014

Topic:	2014 STRATEGIC BUSINESS PLAN		
Proposal:	The Town's 2014 Strategic Business Plan was developed at the Council Retreat held on February 24 and 25, 2014. The intent of the plan is to identify priorities, how they will be accomplished, who will do the work, by when and within what framework of accountability. The Strategic Business Plan includes 2014 Corporate, Organizational and Operational Improvements Work Programs.		
Proposed by:	Council		
Correlation to Business (Strategic) Plan			
Benefits:	<ul style="list-style-type: none">◆ Ensures organizational leadership by Council is policy driven.◆ Provides customer focused programs and service delivery.◆ Ensure decisions are fact-based, resource-driven and aligned with other corporate directions.◆ Integrates the multi-year budgets.		
Disadvantages:			
Alternatives:			
Finance/Budget Implications:			
Operating Costs:		Capital Cost:	
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:	1) The 2014 Strategic Business Plan is available to the public and media upon approval.		
Recommendations:	<i>That Council approve the 2014 Strategic Business Plan.</i>		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

	Created By: Linda Handy	1
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Town of Drumheller

Strategic Business Plan
Facilitator: Dr. Gordon McIntosh

2014

Agenda Item # 8.1.1

Approved by Council: April 7, 2014

Quarterly Update to Council:

Quarterly Update to Council:

Quarterly Update to Council:

Annual Review by Council:

Final Review by Council:

OUR VISION

Drumheller is an innovative, resourceful, safe and strong regional centre where diverse community members thrive, the unique natural environment is used wisely, and the vibrant sustainable economy allows visitors and citizens to flourish.

OUR MISSION

Drumheller enables citizens and visitors to flourish with innovative leadership, careful fiscal management, and responsible use of resources, to make the regional centre an exceptional place for citizens and visitors.

OUR VALUES

Fundamental and enduring beliefs shared by organizational members, which direct the way in which the municipality makes decisions and undertakes its activities. Six were identified in previous planning reports:

- 1. Service - To promote the public interest (and ensure that service is prompt and gladly given).*
- 2. Public Trust - To provide good stewardship and ensure that staff and the public come to share a commitment in making our Town a better place to live, work, and visit.*
- 3. Fiscal Accountability - To obtain sufficient revenue to pay for operations and to ensure that public funds spent are used only for that specific purpose.*
- 4. Personnel - To encourage and support the development of effective, efficient personnel.*
- 5. Legal - To ensure compliance with the appropriate enabling legislation.*
- 6. Planning - To ensure that comprehensive planning is carried out with a view to provide broad directions, so that our Town can reasonably develop its social, cultural, economic and tourism potential.*

2014 STRATEGIC PRIORITIES CHART

CORPORATE PRIORITIES (Council)		
1) FLOOD MITIGATION FUNDING - April (Ray) (p.5)		
2) TOURISM LEVY REPORT – April (Paul / Bill) (p.7)		
3) BADLANDS COMMUNITY FACILITY FUNDRAISING STRATEGY - April(Bill) (p.9)		
4) AQUAPLEX ENHANCEMENTS TENDER - April (AI) (p.10)		
5) ECONOMIC DEVELOPMENT STRATEGY TERMS OF REFERENCE – April (Paul) (p.11)		
<ul style="list-style-type: none"> Tourism Diversification Report - April(p. 13) MDP / LUB Update - April(p. 15) Recreation Cost Recovery / Subsidy Philosophy - September(p. 16) Infrastructure Master Plan - September(p. 17) 		
ADVOCACY (Council/CAO) (p.18) (Seniors Housing)		
ORGANIZATIONAL IMPROVEMENTS (p.19)		
<ul style="list-style-type: none"> Organizational Adjustments Succession Planning Core Services Review 		
OPERATIONAL STRATEGIES (CAO/Staff)		
CAO (Ray)	LOBBYING (Con't) Mayor/Ray) (p.20)	CORPORATE (Bill)
1) FLOOD MITIGATION FUNDING (p.5)	<ul style="list-style-type: none"> Regional Water Line Hwy 9 Maintenance CN Properties Twinning SH575 	1. BCF FUNDRAISING (p.19)
2) MDP UPDATE (p.15)		2. TOURISM LEVY (p.20)
3) Offsite Levy Bylaw(p.23)		3. Video Streaming (p.21)
<ul style="list-style-type: none"> 2ND Year Internship(p. 24) 		
OPERATIONS (AI)	COMMUNITY SERVICES (Paul)	FIRE (Bill)
1) AQUAPLEX ENHANCEMENTS TENDER (p.10)	1) TOURISM LEVY REPORT (p.6)	1) Review and update Municipal Aid Agreement - May (p. 38)
2) INFRASTRUCTURE MASTER PLAN (p.17)	2) ECONOMIC DEVELOPMENT STRATEGY (Terms of Reference) (p. 11)	2) Disaster Plan - May (p.38)
3) Water Treatment Plant Application (p.24)	3) TOURISM DIVERSIFICATION REPORT (p. 13)	3) Radio Systems Review - Oct (p.38)
<ul style="list-style-type: none"> Grant Review(p. 13) ASSET Management Strategy(p. 13) Drumheller WTP Residual Design (carryover) (p. 13) Town Entrances (carryover) (p. 13) 	<ul style="list-style-type: none"> RECREATION COST RECOVERY / SUBSIDY PHILOSOPHY(p. 13) Website (p. 34) Affordable Housing (carryover)(p. 13) Downtown Revitalization(carryover)(p.35) 	RCMP (Art) (p.38) 1) Performance Plan - April (p.38) 2) Staffing Review - May (p.38)

**CORPORATE PRIORITIES WORK PROGRAM
SUMMARY**

CURRENT

1. **FLOOD MITIGATION FUNDING (Ray) - April**
 - Public Consultation – Mar
 - Action Plan - Mar
 2. **TOURISM LEVY REPORT (Paul / Bill) - April**
 - Report from Town Administration - April
 - Meet with Stakeholders - June
 - Business Case - September
 3. **BCF FUNDRAISING STRATEGY (Paul / Bill) - April**
 - Business Case - April
 - Meeting with Regional Partners - June
 4. **ACQUAPLEX ENHANCEMENTS TENDER (Al) - April**
 - Construction - September
 5. **ECONOMIC DEVELOPMENT STRATEGY (Terms of Reference) (Paul) - April**
 - Strategy – September
- (To be moved up following the completion of the Top 5)
- **TOURISM DIVERSIFICATION REPORT - April**
 - **MDP / LUB UPDATE (First Round) – April**
 - **RECREATION COST RECOVERY / SUBSIDY PHILOSOPHY - September**
 - **INFRASTRUCTURE MASTER PLAN - September**

CORPORATE PRIORITIES WORK PROGRAM

<p>FLOOD MITIGATION FUNDING (Ray)</p> <ul style="list-style-type: none"> - Administration along with Palm Engineering and Hunter Survey Systems prepared a report that identified improvements required within the existing dyking system in Nacmine, Midland, Newcastle and Drumheller Central and identified new dyking for unprotected developed areas. + Public Input + Provincial engagement + Identify Town Priorities + Cost Sharing + Need a plan in place for unprotected area + New Provincial requirements to be implemented into our LUB and MDP + Stantec Report will be made public 	<ul style="list-style-type: none"> - Town identify priorities - Province will seek input - Advocacy may be required 	<ul style="list-style-type: none"> 1) Public Consultation 2) Action Plan
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• Prerequisite; *Main Result; + Benefit

Action Steps – Flood Mitigation Funding

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	PUBLIC CONSULTATION - On March 12 th , the Province hosted a public information meeting to talk about lessons learned from last spring's flooding and measures it is taking to prepare for the future together with local partners. Dickson Dam presented on the dam operations and statistics on river elevations and volumes during the 2005 and 2013 floods.			March 12/14
2.	ACTION PLAN - A meeting was held on January 20, 2014 in Drumheller with Provincial representatives. The Province announced that they have hired a consultant to compile a report on Red Deer River flood levels / erosion controls and community flood mitigation projects. The timeline for completion has been set at 90 days. A meeting was held with Town Administration and Stantec on February 7 th , to discuss			March 31/14

Agenda Item # 8.1.1

	any issues regarding flooding and how it may affect our water intake systems, possible low lying areas for flooding, other infrastructure and other information they required for their reporting. Meeting held in Red Deer with Stantec on April 3 rd .		
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CORPORATE PRIORITIES WORK PROGRAM

<p><u>TOURISM LEVY REPORT</u>(need a communication strategy as soon as priorities are released – currently the DMO is going door to door to businesses with key message that we are a tourism community)</p> <p>We have: Town \$ Staff EDO Canadian Badlands Ltd. Travel Drumheller (DMO) – 2014 Strategic Plan 2011 Tourism Master Plan</p> <p>Currently there is a Destination Marketing Fund (DMF) managed by the hoteliers (although some dollars come back to the Town, the Town has no control, only influence, in this model. The funds are pooled however the challenge is how to promote the valley.</p> <p>The Town of Drumheller currently contributes \$40,000 to the DMO plus a managing contract with the Chamber (\$20,000 and Hoodoos Interpretation programs) in addition to major in-kind support for the operations of facilities that support tourism at the Hoodoos, Suspension Bridge, Centennial Park (Splash Park), Newcastle Beach and other links to our streets, parks and trails systems.</p> <p>DMO was established in late 2013 and Chris Curtis presented Council with the DMO's 2014 strategic plan on February 18, 2014 with the major players being the Town, Chamber, RTM, CanAlta, Golf Club, Rosebud Theatre, Passion Play and Atlas Coal Mine. The outcome would be that rather than each group functioning on its own, funds would be pooled to buy a marketing approach that serves the group on different levels.</p> <p>The Town could implement a tourism levy fee through a business license model as allowed under the MGA (to collect a fee based on a pillow tax or formula applied to businesses) for Town revenue.</p>	<p>Tourism Levy Report Why does Council want to pursue this model? + Stable DMO dollars + Tourism infrastructure (hoodoo parking lot, washrooms) + Potential seed dollars for new attractions + Expanding shoulder season + Events attraction + Eliminate burden from municipality + Fairness component re: tax dollars not supporting tourism + Allows for tourism diversification</p> <p>What does Council expect to see in the report? * Variety of models compared * Model where municipality control funds * Implementation details (knowing costs and net dollars that considers administration and software) * Administration costs to the businesses * Public perception</p>	<p>TOURISM LEVY REPORT 1) Report from Town Administration - April 2) Meet with key stakeholders – June 3) Business Case – September 4) Feedback from Public – October 5) Program (need to know for 2015 budget revenue) - November</p>
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Agenda Item # 8.1.1

- Prerequisite; *Main Result; + Benefit

Action Steps – Tourism Levy Report

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Report from Town Administration			April, 2014
2.	Meet with key stakeholders			June, 2014
3.	Business Case			September, 2014
4.	Feedback from Public			October, 2014
5.	Program (need to know for 2015 budget revenue)			November, 2014

Agenda Item # 8.1.1

CORPORATE PRIORITIES WORK PROGRAM

<p>BADLANDS COMMUNITY FACILITY FUNDRAISING STRATEGY(CAO) <i>How do we fund \$2M shortfall in fundraising?</i></p> <ul style="list-style-type: none"> - Total of \$9M Goal (\$6M Phase 1). The BCF was approved based on fundraising. - \$6M in long term borrowing; \$6M in short term borrowing (not accessed yet); - If the BCF does not meet the fundraising goal the Town will have to finance the shortfall; - 2014 Budget has allowed for paying for interest for short term debt. Concern: If fundraising shortfall is built into the operating budget, the budget will not be able to absorb it. <p>Options:</p> <ol style="list-style-type: none"> 1. Continue Fundraising 2. Part of Debt – interim 3. Debt – operations 	<p><i>What can Council do to help the Committee reach the goal?</i></p> <ul style="list-style-type: none"> - Council can seek funds regionally. - Commitment to second phase only if funding is available. If Federal and / or Provincial government came up with grants, we should be pursuing the dollars for Phase 2 but partners have to be at the table. <p>Friends of Society - information to be provided to the BCF Committee for their comments.</p>	<ol style="list-style-type: none"> 1. Business Case - May 2. Meetings with regional partners - June
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- Prerequisite; *Main Result; + Benefit

Action Steps – BADLANDS COMMUNITY FACILITY FUNDRAISING STRATEGY

What specific activities or actions will we perform to complete the strategy?

Step #	Action Step	Assigned To (Who)	Start Date	Due Date
1.	BUSINESS CASE (include usage, accessibility, economic growth)	Mayor / Council		May/2014
2.	Meetings with regional partners	Mayor / Council		June/2014

Agenda Item # 8.1.1

CORPORATE PRIORITIES WORK PROGRAM

AQUAPLEX ENHANCEMENTS (A1)

The Aquaplex underwent a retrofit with new pumps, HVAC, filters. Currently rated good to very good facility. Indoor water park element missing.

We want:

- 1) Amenities to make it a leisure pool
- 2) Replace water slide
- Waterslide Replacement is in the 2014 budget.
- The facility must shutdown for install – what are the ramifications / project timelines major consideration

- 1) 2014 Capital Budget - March
- 2) Concept - April
- 3) Tender - April
- 4) Construction by September

- Prerequisite; *Main Result; + Benefit

Action Steps – Aquaplex Enhancements

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	2014 Capital Budget	Dir of Infrastructure Services		Budget approved March 10, 2014
2.	Concept			April, 2014
3.	Tender			April, 2014
4.	Construction			Sept., 2014

Agenda Item # 8.1.1

CORPORATE PRIORITIES WORK PROGRAM

<u>ECONOMIC DEVELOPMENT STRATEGY</u> <u>(TERMS OF REFERENCE)</u> (Paul)		What assets does Drumheller have to attract sectors? /Why does a business relocate here?		Caution – make sure expectations are explained clearly in the Terms of Reference	
<p>We have an Economic Development Task Force that is under utilized by Council.</p> <p>Economic viability in the Town is stagnant (cutbacks to oil and gas sector impacts the service industry)</p> <p>Job retention impacts the service industry and residential base.</p> <p>Economic development has three parts – retention, expansion and attraction (a lot of effort is focused on attraction) but 80% of economic development should be the retention and expansion focus.</p> <p>What sectors are viable in Drumheller?</p> <ul style="list-style-type: none"> +Tourism +Oil and Gas +Farming +Retail +Technology +Education +Manufacturing 		<ul style="list-style-type: none"> + Land +Quality of Life + Amenities + Market Access + Employment + Internet + Tax regime + Business friendliness + Marketing our community <p>Main Result = Job creation and tax base.</p> <p>Who is the best leader to enhance economic diversification of the community?</p> <p>Options:</p> <ul style="list-style-type: none"> We could do it ourselves, We could ask EDTF, We could have Council do it; We could have Chamber do it, We could have Community Futures do it. <p>The EDTF has all of the above noted partners on the list.</p>		<p>1) Terms of Reference - April</p> <p>2) Inventory –</p> <p>3) Need to have a vision–</p> <p>4) Identify Gaps –</p> <p>5) Strategy – September</p>	

- Prerequisite; *Main Result; + Benefit

Action Steps – Economic Development Strategy (Terms of Reference)

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Terms of Reference			
2.	Inventory			

Agenda Item # 8.1.1

3.	Need for a Vision				
4.	Identify Gaps				
5.	Strategy				

CORPORATE PRIORITIES WORK PROGRAM

<p>TOURISM DIVERSIFICATION REPORT (Paul) Busy in summer – need activities for off season We have:</p> <ul style="list-style-type: none"> - 2011 Tourism Master Plan (TMP) - Travel Drumheller (DMO) – 2014 Strategic Plan <p>Who is responsible for implementing the TMP – Council needs to review the TMP and direct Administration to move forward on strategies within the TMP.</p> <p>Background: Adoption of the TMP The Tourism Master Plan includes 26 recommendations of which Council takes a leadership role in 18. At their meeting of March 28th, 2011 Council adopted the Tourism Master Plan The intent of the Tourism Master Plan is to:</p> <ul style="list-style-type: none"> *Confirm the significance of the tourism industry to the Drumheller economy; * Identify direction for the public and private sectors in tourism development and growth for the next five years; * Assess and define the product development needs of the Town, its services, facilities and transportation system; * Define the roles and responsibilities of the public and private sectors as it relates to the development of Drumheller's tourism industry; and * Define a comprehensive implementation strategy and a mechanism to monitor achievements. 	<p>Tourism Diversification</p> <ul style="list-style-type: none"> - Preferred option for review of TMP - Together with Council / DMO / EDTF as strategies need to be funded by DMO fee. +Ensures leadership by Council; + Provides guidance to the Town staff, tourism industry and Town residents that will enable the Town's continued transformation as a tourist destination in a predictable and coordinated manner; + Define a destination development cycle; + Enhance the role of the Town as a four-season tourist destination and optimize the economic benefits of tourism throughout the region; and + The supports the recommendations in the Municipal Sustainability Plan. 	<p>TOURISM DIVERSIFICATION REPORT</p> <ol style="list-style-type: none"> 1) Review TMP strategies with stakeholders at a tourism workshop – April 2)Result being a work plan for 2014 strategies (some will go to the Town, some will go to Travel Drumheller, some go to CBL, some go to Chamber) - May
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- Prerequisite; *Main Result; + Benefit

Action Steps – Tourism Diversification Report

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Review TMP strategies with stakeholders at a tourism workshop			April, 2014

2.	Result being a work plan for 2014 strategies (some will go to the Town, some will go to Travel Drumheller, some go to CBL, some go to Chamber)			May, 2014
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CORPORATE PRIORITIES WORK PROGRAM

MUNICIPAL DEVELOPMENT PLAN UPDATE

(Paul)

We currently have:

Land Use Bylaw 10.08
Municipal Development Plan Volume 1
Municipal Development Plan Volume 2 – Bylaw 11.08

What are the significant issues?

- + Density
- + Growth Areas
- + Land Availability
- +Affordability
- +Flood Plains
- + Service Capacity
- + Land Acquisition
- + Environment
- +Green Footprint
- +Secondary Suites
 - Public Input
 - Community Analysis

1. Palliser Regional Municipal Services

2. Consultant

3. In-house

Results:

Timely Product

Direction

Road Map

Accurate

Long Term Vision

Stakeholder / Public Input

1. Preliminary Changes (Bylaw Phase 1)
– April

2. Review of Phase 2 Changes -
September

3. Open House - September

4. Bylaw 1st Reading - October

5. Public Hearing - November

6. Final Bylaw Approval - December

- Prerequisite; *Main Result; + Benefit

Action Steps – Municipal Development Plan Update

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Preliminary changes (Bylaw Phase 1)	Director of Community Serv		April, 2014
2.	Review of Phase 2 changes			September
3.	Open House			September
4.	Bylaw 1 st Reading			October
5.	Public Hearing			November
6.	Final Bylaw Adopted			Dec., 2014

Agenda Item # 8.1.1

CORPORATE PRIORITIES WORK PROGRAM

<p><u>RECREATION COST RECOVERY / SUBSIDY PHILOSOPHY</u> (Paul)</p> <p>Philosophy on recovery of costs to operate (fees versus operational costs) and how many facilities can we subsidize?</p> <ul style="list-style-type: none"> • Benchmark with other municipalities • Customer service levels 		<p>1) Comparisons with other municipalities 2) Discussion with Council – September</p>
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• Prerequisite; *Main Result; + Benefit

Action Steps – Recreation Cost Recovery / Subsidy Philosophy

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Benchmarks with other communities			
2.	Discussion with Council			Sept., 2014

Agenda Item # 8.1.1

CORPORATE PRIORITIES WORK PROGRAM

<p>INFRASTRUCTURE MASTER PLAN (AI)</p> <p>Purpose: To improve infrastructure planning with the use of an assessment tool</p> <p>We have: A 10 year capital plan that includes a replacement plan for roads, facilities, utilities, parks, washrooms, cemetery based on grant criteria today (so the plan is weaker with each year) As the infrastructure ages, priorities for replacement are looked at strategically.</p> <p>+An assessment tool would be a more effective tool and would provide more accuracy. + Update Offsite Levy Bylaw +Update MDP +Review of impact on population growth +Review engineering standards (Provincial requirements) +Replacement costs (strategic planning – phase-in or defer; critical maintenance is part of the equation in extending the life) +Preventative maintenance schedules</p>		<p>1) Terms of Reference – April 2) Assessment Report - September</p>
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- Prerequisite; *Main Result; + Benefit

Action Steps – Infrastructure Master Plan

What specific activities or actions will we perform to complete the strategy?

Step No.	Terms of Reference	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Terms of Reference				April, 2014
2.	Assessment Report				Sept., 2014

Agenda Item # 8.1.1

ADVOCACY (COUNCIL / CAO)

<p>SENIORS HOUSING Issue: Seniors population is growing How do we increase assisted living facilities at the right level?</p> <p>Many seniors aging in place or downsizing / staying in their homes longer / jumping over the progressive levels of facility care (three levels) and being admitted directly to a care facility.</p> <p>Drumheller is lacking in continuing care and our residents are being sent to facilities outside of Drumheller – Level 4 and 4D is in crisis.</p>	<p>Level 3 is a partnership (Province and Foundation (of which the Town pays a requisition) Level 4 is AHS responsibility Difference of the two levels is Level 4 is a secured environment. Huge infrastructure dollars is need to upgrade a facility to a Level 4.</p> <p>Options: 1) AHS Advocacy through David Thompson Board 2) Speak with the Minister 3) Approaching the private sector</p>	<p>1) Explore private facility options 2) Letter to AHS</p>
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- Prerequisite * Main Result + Benefit

Action Steps – ADVOCACY (COUNCIL / CAO)

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Explore private facility options			
2.	Letter to AHS			February, 2014

Agenda Item # 8.1.1

ORGANIZATIONAL IMPROVEMENTS WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. Organizational Adjustments 2. Succession Planning 3. Annual Service Capacity Review • Prerequisite * Main Result + Benefit		

Action Steps

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Organizational Adjustments Council / Administration will continue to review budget options / service levels and organizational structure changes.	CAO		
2.	Succession Planning Template to be prepared by Administration for Council's review.	CAO / Directors to Council		
3.	Annual Service Capacity Review The annual review needs to identify program services / activities that require improvements and / or change to gain efficiencies, cost savings and proficiencies within a framework of accountability. On July 29 th 2013 Council adopted the first Service Capacity Review (to be reviewed / updated annually prior to the budget process.	CAO		ANNUAL June 30, 2014

Agenda Item # 8.1.1

LOBBYING

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
PROVINCIAL LIAISON / LOBBYING (CAO / Mayor / Council) * 2014 Schedule ? How can we influence provincial decisions? + Access government funding + Develop partnerships + Favorable legislation • Timely access • Determine local needs	1. Planned Program 2. Issue-driven Approach TOPICS Regional Water Hwy 9 Maintenance Twinning SH575 CN Properties	<u>Planned Meetings</u>

- Prerequisite; * Main Result and + Benefit

Action Steps – Provincial Liaison / Lobbying

What specific activities or actions will we perform to complete strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Regional Water Line WEST LINE (Background) Proposal was to partner with Starland to supply water at the golf course and surrounding areas. The proposed 6" line will provide fire protection and water supply for growth in the future. Still in the preliminary design stages. Municipalities will meet with MLA Jack Hayden to identify any funding options available. MPE will provide a draft report shortly. Starland indicated that they will not be a partner on this project. THREE HILLS WATER (Background) Background: Meetings have been held between the Town of Three Hills, the Town of Drumheller, and KRWSC (Aqua 7) to discuss the feasibility of an expanded regional water system. Aqua 7 is meeting with Three Hills to discuss potential partnerships. The Mayor is in communication with Three Hills. CAO provided the Mayor with a detailed summary of recent improvements to our Water Plant confirming compliance			Agenda Item # 8.1.1

	with provincial standards and also confirming excess capacity. A solids residual upgrading is required to be completed in 2013. Mayor Yemen sent a letter to the Mayor of Three Hills asking for an opportunity to meet to discuss the possibility of supplying water to Three Hills through the Aqua7 pipeline. Three Hills acknowledge receipt of the letter but did not identify timing for a meeting. Aqua7 and Town of Three Hills have expressed an interest in pursuing further partnerships with the town of Drumheller in fall of 2013. Follow up to be a priority for 2014.			
2.	Hwy 9 Maintenance			
3.	Twinning SH575 3 rd Street SW to Premier Road Letter received from the Province advising that they are prepared to fund the Highway 575 twinning project 100% however the timing of the construction will be dependent upon overall provincial priorities and available budgets. Emergency response operators, businesses and other interested parties wrote letters of support which have been forwarded to the Minister of Transportation.			
4.	CN Properties			

Chief Administrative Officer

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/Notes	ACTION What, Who and When
FLOOD MITIGATION FUNDING (p. 5) MDP UPDATE (p. 14)		

CAO OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
OFFSITE LEVY BYLAW Offsite levies provide a mechanism for municipalities to recover capital costs incurred for infrastructure improvements required for new development. Alberta Municipal Affairs has provided municipalities the authority, under the MGA Division 6 to set and collect Off-Site Levy rates through the adoption of a bylaw. Offsite levies are based on: + Benefitting Area + Estimated cost of the off-site infrastructure to service those lands + Growth projections for the identified land + Apportionment of benefiting parties.	Current Off-Site Bylaw 31-98: Collect a fee against land that is being developed for residential, commercial, industrial or other purposes in an amount equal to the greater of: <ul style="list-style-type: none"> \$500.00 for each unit of housing provided, or 50 cents a sq. ft. of the total gross floor area of each unit of housing or other building calculated on the basis of the external dimensions of the building, \$2,000 an acre on the gross acreage of the lands being developed Unless otherwise authorized by Council.	1. Draft Bylaw – September 2. Adoption of Bylaw - October

- Prerequisite; * Main Result and + Benefit

Action Steps – Offsite Levy Bylaw

What specific activities or actions will we perform to complete strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Draft Bylaw			Sept., 2014
2.	Adoption of Bylaw			October, 2014

Agenda Item # 8.1.1

CAO - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
2nd YEAR INTERNSHIP PROGRAM (CAO) Background - On November 19, 2012, the Town was approved for the 2013 Municipal Internship Program for Administrators. Funding agreement signed on January 14, 2013. Ryan Seifried was hired as a Municipal Intern under the 2013 Municipal Internship Program with a start date of May 6, 2013. Ryan's title will be Municipal Projects Co-ordinator. Ryan Seifried has declined the 2 nd Year Intern Program.		1. Application Process – Jan., 2014 2. Hiring of 2 nd Year Intern – Mid-May, 2014

- Prerequisite * Main Result + Benefit
-

Action Steps – 2nd YEAR INTERNSHIP PROGRAM

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	2 nd Year Internship Grant application was due by January 31, 2014.	CAO		COMPLETED
2.	Stephen Visser has been hired under the 2 nd year internship program with a start date of May 12, 2014.	CAO		mid-May, 2014

Agenda Item # 8.1.1

Director of Corporate Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
BCF FUNDRAISING (p. 9) TOURISM LEVY (p. 6)		

• Prerequisite * Main Result + Benefit

Agenda Item # 8.1.1

CORPORATE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
VIDEO STREAMING (Director of Corporate Services) Research has found that Council Meetings are being streamed anywhere from a single unmanned camera and microphone on a tripod to two manned cameras and a safe static camera. The more cameras that are used the more expensive the equipment costs in addition to the payroll for the operators. A single unmanned camera requires no staff while two manned cameras requires a staff of three because of the two camera operators plus the producer/switcher.	The number in the audience and any one time also dictates the type of streaming and therefore the type of equipment required. It is quite inexpensive to operate a single static camera for streaming to an audience of 15 persons at any given time, including number of the audience who would be accessing the archive video.	

- Prerequisite * Main Result + Benefit

Action Steps – Video Streaming

What specific activities or actions will we perform to complete the strategy?

Step #	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Research			June, 2014

Agenda Item # 8.1.1

Director of Infrastructure Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
AQUAPLEX ENHANCEMENTS (p. 10) INFRASTRUCTURE MASER PLAN (p. 17)		

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
GRANT APPLICATIONS FOR WATER / WASTEWATER (Director of Infrastructure Services)	Work with the consultant to update grant application for East Coulee Lift Station replacement and any other projects eligible for funding.	1) Grant Application – July, 2014

- Prerequisite * Main Result + Benefit
-

Action Steps – Grant Applications for Water / Wastewater

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Grant Application	Director of Infrastructure Services		July, 2014
2.		Director of Infrastructure Services		

Agenda Item # 8.1.1

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
<p>TOWN ENTRANCES / CORRIDOR STRATEGY (carryover) (Director of Infrastructure Services) <i>How do we improve the entrances to Drumheller?</i> Concern: 4 primary entrances need landscaping / cleanliness / picnic tables – amenities for stopping tourists / wayfinding signage / reduce clutter / road condition</p> <p>• Prerequisite * Main Result + Benefit</p>	<p>Options: - May be a 2013 Centennial Project</p>	<ol style="list-style-type: none"> 1. Assessment – June, 2012 2. Targets – Dec., 2012 3. Budget – February, 2013 4. Operational Maintenance / Tender – June, 2013 5. Implementation – June, 2013

Action Steps – Town Entrances

What specific activities or actions will we perform to complete the strategy?

Step #	Action Step	Assigned To (Who)	Start Date	Due Date
1.	<p>Assessment On June 25th, Council heard a report from Administration on the landscaping boulevards and entrances as proposed by the consultants, Urban Systems.</p>	Director of Infrastructure Services		January, 2012 June, 2012
2.	<p>Targets Preliminary drawings need to be reviewed by Council and meetings need to be held with Community Blooms and Municipal Planning Commission.</p>			January, 2012 Dec., 2012
3.	<p>Budget Project dollars will be included in the 2014 operational budget.</p>			February, 2012 March, 2014
4.	<p>Operation Maintenance / Tender Once the project scope and dollars have been agreed the request for quotation will go out for work to be carried out in the spring / summer 2013.</p>			June, 2012 June, 2013
5.	<p>Implementation – Urban Systems have completed the overall layout plan with design details and cost estimates which we received October 28th. On April 10th, 2014 the Town will confirm funding from our partners – dollars are included in the 2014 capital budget. Staff have sourced out materials and are working to finalize plans for traffic accommodation required by Alberta Transportation to work in the highway right of way. Once funds are confirmed and the budget is set, staff will secure all materials and supplies to have the project started as early as possible in the spring of 2014. Planters and banner poles, etc. required need to be selected so suppliers and delivery time can be determined well in advance of the project start.</p>			April, 2014 August, 2014 June, 2013 June, 2014

Agenda Item # 8.1.1

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
DRUMHELLER WATER TREATMENT PLANT RESIDUAL DESIGN (carryover) (Director of Infrastructure Services)		

- Prerequisite * Main Result + Benefit
-

Action Steps – DRUMHELLER WATER TREATMENT PLANT RESIDUAL DESIGN

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Residual solids management program / treatment of plant waste or by-products - Application has been submitted to the province for grant dollars for the assessment and treatment of streams coming from plant. The total project is \$4M (50%/50%). The project will require a borrowing component. The WTP has the preliminary design for the required upgrade to treat residuals completed and review by Operations Staff and AESRD. It has been suggested that we request an addendum to our Approval to Operate. We met with ASRD on November 26 th to discuss the options for the addendum. Staff are working on an application to apply for the addendum covering off on a number of issues. During discussion we were informed that we would be looked after by the Red Deer offices and no longer by the Calgary offices as of April 1, 2014. However, we will still have the same Compliance Officer until they have more training. Finalize addendum application on May 15, 2014	Director of Infrastructure Services		May 15, 2014

Agenda Item # 8.1.1

INFRASTRUCTURE SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
ASSET MANAGEMENT (CAPITAL INVENTORY) Carryover (Director of Corporate Services) <ul style="list-style-type: none"> • Prerequisite * Main Result + Benefit 		

Action Steps – ASSET MANAGEMENT

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Asset Management software installed. Infrastructure Services to complete the data entry. Administration has met to review a strategy to move this work priority forward. Ryan Seifried is working on an existing software organizational chart /inventory (what software is being used for what program / department); next step will be for Administration to meet with a consultant to review possible integration of software and identify if our existing software meets future needs and what ASSET software works best for integration purposes. 2 nd Year Intern's job description includes overseeing the ASSET Management Program, the use of software (existing or new) not only for more liability control but for smoother operations, attaining knowledge of the software, integration processes, instructing users and ensuring data is entered correctly by designated staff. This will include the implementation of tracking software for employee timesheets for account code specific projects / work assignments as well as equipment use. Re-implement the use of the Purchase Order system (existing software).	CAO		Ongoing
2.	Provide update on implementation. Project is being researched by Director of Infrastructure and Municipal Intern. A strategy to move forward to be prepared by March 31, 2014.	AI / Ryan		March, 2014

Agenda Item # 8.1.1

Director of Community Services

OPERATIONAL STRATEGIES

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
TOURISM LEVY REPORT (p. 7) ECONOMIC DEVELOPMENT STRATEGY (Terms of Reference) (p.11) TOURISM DIVERSIFICATION REPORT (p. 13) RECREATION COST RECOVERY / SUBSIDY(p.16)		

Agenda Item # 8.1.1

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
WEBSITE (Director of Community Services) Needs redesign Easy to navigate User friendly Speed	Identify hosting Rebuild proposals Options	

- Prerequisite * Main Result + Benefit

Action Steps – WEBSITE

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Terms of Reference – Contacted IT consultants and arranged for technical review. Expect to identify and approve the Terms of Reference within the next month.	Directors of Community Services and Corporate Services		April, 2014
2.	Request for Proposals			
3.	Launch			September, 2014

Agenda Item # 8.1.1

COMMUNITY SERVICES - OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
AFFORDABLE HOUSING POLICY (carryover) (Director of Community Services)		Economic Development Task Force Municipal Planning Commission Reviewing Approach

- | • Prerequisite * | Main Result | + Benefit |
|------------------|-------------|-----------|
|------------------|-------------|-----------|

Action Steps – AFFORDABLE HOUSING POLICY

What specific activities or actions will we perform to complete the strategy?

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	<p>EDTF has worked with prospective investors for the development of new ready to move (RTM) dwellings – meetings with manufacturer in July, 2012.</p> <p>Discussion with developers (Calgary Homebuilders Association) on July 2012 on consideration of Elgin Hill and Hillview Real Estate / Developers.</p> <p>The Request For Proposals for several housing developments following meetings with prospective investors will be released in April 2014 as per Council's direction.</p>	<p>Director of Community Services</p> <p>Development Officer</p>	<p>June 2012</p>	<p>June 2013</p> <p>June, 2014</p>

COMMUNITY SERVICES - OPERATIONAL PRIORITIES WORK PROGRAM

<p>DOWNTOWN REVITALIZATION (Director of Community Services)</p> <p><i>What does it mean?</i></p> <ul style="list-style-type: none"> + Economic rejuvenation + Regional hub + Regional services + Land Use point of view – part of MDP + Infrastructure point of view – (decorative street lights, replace dying trees, new water lines, parking lots increased) + Economic point of view – part of regional hub + Business buy in point of view (need their support) + Includes Heritage Program + Enables the Town to identify Historic Resources and develop preservation strategies that would support long term viability; + Would enhance the character and economic opportunities available for historic district in Drumheller. + Provides opportunities to partner with the Chamber of Commerce, individual property owners and other community stakeholders. 	<p>The area in front of the arena was enhanced under Phase 1 of the Urban System Report</p>	<ul style="list-style-type: none"> 1. Review plan - Sept 2. Target area 3. Budget Process – Oct 4. Implement ideas - 2015
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• Prerequisite * Main Result + Benefit

Action Steps – DOWNTOWN REVITALIZATION

Step No.	Action Step	Assigned To (Who)	Start Date	Due Date
1.	Review Urban System Phase 11	CAO / Director of Community Services		Sept., 2014
2.	Target area (the private sector, the Town, the private sector combined with the Town)			
3.	Budget process			Oct., 2014

Agenda Item # 8.1.1

4.	Implement ideas in 2015			
				2015

Protective Services

RCMP – OPERATIONAL STRATEGIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy	ACTION What, Who and When
1. Performance Plan – April 2. Staffing Review - May		Staff Sgt.

FIRE – OPERATIONAL PRIORITIES WORK PROGRAM

PRIORITY/Desired Outcomes	OPTIONS/Preferred Strategy/ Notes	ACTION What, Who and When
1. Review and update Municipal Aid Agreement - May		
2. Disaster Plan – May		
3. Radio Systems Review - October		

Agenda Item # 8.1.1

Vision Check-up (APPENDIX 1)

<p>Social</p> <p>What Works Well</p> <ul style="list-style-type: none"> • Diverse Arts and Culture • Diverse Sports and Recreation • Senior Programs • Local artists • Early Childhood Services • Good Health Care Services • Community Associations • Community Partnerships • Low crime rate • Unemployment programs • BCF • Hope College • Food bank • Service Clubs • Affordable Housing • Public Education • Thriving Non Profit Organizations 	<p>Social</p> <p>Areas for Attention</p> <ul style="list-style-type: none"> • Senior housing • Assisted living • Aquaplex Upgrade • Evening Entertainment • Housing Continuum has gaps
<p>Environment</p> <p>What Works Well</p> <ul style="list-style-type: none"> • Hazardous • Preservation of Heritage Sites • First Class Landfill • Red Deer River Municipal Users Group • WTP and WWTP's Upgrades • Recycling • Annual Spring Cleanup • Trails • Community Garden 	<p>Environment</p> <p>Areas for Attention</p> <ul style="list-style-type: none"> • Trees need attention • Planning process for land use needs attention • Pathway maintenance in winter • Entrances of Town • Derelict Buildings • Brownfield remediation

Vision Check-up (Cont'd)

<p>Infrastructure</p> <p>What Works Well</p> <ul style="list-style-type: none"> • Trail System • Snow Removal • Water Works • Green Space • Public Works Staff • Good Water Supply • Grant Applications • New Town Hall • Upkeep of our assets by Town Staff • Continuum of Recreation Facilities • Contracted Garbage Pickup 	<p>Infrastructure</p> <p>Areas for Attention</p> <ul style="list-style-type: none"> • A lot of pipe to serve few residents • Ensuring services are provided throughout the Valley – cost restrictive • Financing Infrastructure • Signage • Recreation / Parks (need more staff) • Upgrade to Storm Sewers • Second Bridge • Smelly Neighborhoods • Widening of 575 – bottleneck • Waterslide replacement • PW Succession Planning • Winter Trail Maintenance • Entrance Beautification • Flood Mitigation Readiness
<p>Economic</p> <p>What Works Well</p> <ul style="list-style-type: none"> • Resource / Tourism Sector • Town's EDO • Attracting immigration (low employment rate) • Business Tax is low and viable to conduct business • Economy stable • Attractive place to do business • Affordable • Stable and good reputation in the province • Tourism numbers go up as the economy improves • Opportunities for new dollars with Badlands Community Facility 	<p>Economic</p> <p>Areas for Attention</p> <ul style="list-style-type: none"> • Improve Communications • Wildrose MLA • Retail space in downtown core • DMO (clear and focused message) • Medical professionals • IT issues • Provincial responsibility and lack of dollars • Cohesion of strategic planning

Vision Check-up (Cont'd)

Governance

What Works Well

- Communications with residents / other level of government
- Being Transparent
- Respect for opinions
- Low staff turnover
- Community Involvement
- Good relationship between council and administration
- Mayor weekly radio talk
- More residents talking about what Council is doing / Council responds to comments on facebook
- Experienced staff
- Good at accessing grants
- More friendlier customer service
- More cross training of staff
- More discussion during Council roundtable

Governance

Areas for Attention

- Streaming Council meetings
- Succession training
- Communications
- Public need to be aware of Council decisions
- Voter turnout
- More Council Committee Reports
- Common vision (same messaging)

Issues still on Council's Radar (APPENDIX 2)

BCF Fundraising / Marketing
BCF Phase 11 Concept (Grant funding)
Organizational Review
DMO Funding
Customer Service
Derelict Properties
Establish a Friends of Society
Infrastructure Funding
Transit System
Tots Pool
Commitment to lobby for increased infrastructure \$
Safe and affordable housing
Communication strategy from Council – message to public
Skateboard Park
Entrance fees Swinging Bridge / Hoodoos
Heritage Bylaw
Special Events Coordination
Disaster Planning
Industry Attraction

Waste and water upgrades regulatory changes
Odor Problem
CN Property Cleanup
Fiscal Management
Heritage Program
Coordination of Events
Regional Water Sales / West Water Line
Downtown Beautification
Tourism signage combined with tourism branding
DMO fee
BRZ combined with downtown revitalization
Walking Paths
Mosquito Control
Utilization of Inmate Labor
Second Bridge
Hwy 9 improvements
Community Outreach
Community Participation and Engagement



DRUMHELLER

REQUEST FOR DECISION

Agenda Item # 8.1.2



Request for Decision

Date: April 4, 2014

Topic:	MUNICIPAL PLANNING COMMISSION VACANCY		
Proposal:	The Town of Drumheller received one application for one vacancy on the Municipal Planning Commission from Clayton Gillis. It is recommended that Council appoint Clayton Gillis for a three year term.		
Proposed by:	Municipal Planning Commission		
Correlation to Business (Strategic) Plan			
Benefits:			
Disadvantages:			
Alternatives:			
Finance/Budget Implications:			
Operating Costs:		Capital Cost:	
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:			
Recommendations:	That Council approve Clayton Gillis to the Municipal Planning Commission for a three year term.		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

	Created By: Linda Handy	1
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Agenda Item # 8.1.2



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER



APPLICATION TO SERVE ON TOWN PUBLIC SERVICE BOARDS

Date 17/02/2014
D/M/Y

Board applied for Municipal Planning Commission

Name of Applicant Clayton Gillis

Full Address _____ Postal Code T0J-0Y6

Length of Residency in Town 4 years

Phone (403) _____ E-mail Address _____

Past Service on Similar Boards Condominium Board mentioned below
would be the most similar

BRIEF PERSONAL HISTORY (Include information which you feel would assist Council in making a decision as to your capabilities to serve on this Board)

- I have served on a condominium board for 8
years 2 as vice president and 2 as president

- I am currently serving as a financial and
membership clerk in the Drumheller LDS Church

- I was self employed in Edmonton for 25 years previously


Signature of Applicant

Fax back to (403)823-8006

Town of Drumheller
703 2 Avenue West
Drumheller, AB T0J 0Y3

www.dinosaurvalley.com

Telephone: (403) 823-1339
Fax: (403) 823-8006



DRUMHELLER

REQUEST FOR DECISION

Agenda Item # 8.1.3



Request for Decision

		Date:	April 4, 2014
Topic:	DRUMHELLER PUBLIC LIBRARY BOARD APPOINTMENTS		
Proposal:	Under their bylaw, the Drumheller Public Library Board is allowed 10 members. The Drumheller Public Library Board has two vacancies – one existing for sometime and the second from the resignation of Joe Jensen. The Library Board recommends the appointments of Allyson Wagner and Margaret Nagy.		
Proposed by:	Drumheller Public Library Board		
Correlation to Business (Strategic) Plan			
Benefits:	Increases membership on the Library Board.		
Disadvantages:			
Alternatives:			
Finance/Budget Implications:	N/A		
Operating Costs:		Capital Cost:	
Budget Available:	\$0.00	Source of Funds:	
Budget Cost:	\$0.00	Underbudgeted Cost:	
Communication Strategy:			
Recommendations:	That Council approve the appointments of Allyson Wagner and Margaret Nagy to the Drumheller Public Library Board to expire on the date of Council's Organizational Meeting in 2017.		
Report Writer:	R.M. Romanetz, P. Eng.	CAO:	
Position:	Chief Administrative Officer		

OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

Telephone: (403) 823-1339

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Mr. Ray Romanetz

Town of Drumheller

Drumheller, AB

Dear Ray:

Attached are two (2) application forms for the Drumheller Public Library Board. Following review and discussion with the applicants by two Board members, we would like to recommend to Council that the individuals be appointed to the Drumheller Public Library Board.



Linda Traquair

Board Chairr



DRUMHELLER

CHIEF ADMINISTRATIVE OFFICER

Agenda Item # 8.1.3



APPLICATION TO SERVE ON TOWN PUBLIC SERVICE BOARDS

Date 8/23/2014
D/M/Y

Board applied for ANYTHING LIBRARY BOARD

Name of Applicant MARGARET FARRIS ROSE WAGY

Full Address 1141 1st St N Postal Code T0J 0Y5

Length of Residency in Town 2 yrs

Phone (403) --- E-mail Address ---

Past Service on Similar Boards NONE

BRIEF PERSONAL HISTORY (include information which you feel would assist Council in making a decision as to your capabilities to serve on this Board)

I came from Regina, Sask. two yrs ago
I've done work with the public. I'm involved
with the Senior Citizens here in Drumheller.
and I'd be curious what to change about Drumheller
cause that's why people come & move here is because it's
perfect the way it is.

Spas. H. F. H. H. H.
Signature of Applicant

Fax back to (403)823-8006

Town of Drumheller
703 2 Avenue West
Drumheller, AB T0J 0Y3

www.dinosaurvalley.com

Telephone: (403) 823-1339
Fax: (403) 823-8006



DRUMHELLER

DINOSAUR CAPITAL OF THE WORLD

Agenda Item # 8.1.3



APPLICATION TO SERVE ON TOWN PUBLIC SERVICE BOARDS

Board applied for Library Board

Date Friday, March 21, 2014

Name of Applicant Allyson Wagner

Address 1000 1st St. N. Drumheller AB T0J 0Y0 Phone # 403-823-8006

Mailing: 1000 1st St. N. Drumheller AB T0J 0Y0

Length of Residency in Town 7 months

Past Service on Similar Boards Peer Mediation and Skills

Training (PMAST), Calgary - Sponsorship Committee.

BRIEF PERSONAL HISTORY (include information which you feel would assist Council in making a decision as to your capabilities to serve on this Board)

Currently substitute teacher at St. Anthony's School.

Recent university graduate Bachelor of Education Degree.

Previous degree in Bachelor of General Studies.

Competent with new technologies. Extensive

work experience with Public and Separate School Boards (Calgary)

Core studies also in Mediation. Specialized in Special Ed.

Allyson Wagner
Signature of Applicant

Fax back to (403)823-8006



Request for Direction

Date: April 3, 2014

For Presentation to Council at the Meeting of April 7, 2014

Topic

2014 Review of Recreation Fees

Background

Following the Aquaplex maintenance shutdown (from November 2013 to January 2014) members of the public have expressed concern with the current admission rates at the Drumheller Aquaplex. As a result Council has requested a review of the current rate structure and market comparison with our co-hort communities in Central and Southern Alberta. A comparison is noted below:

	Category	Adult	Senior	Youth
Community				
Okotoks		\$ 8.00	\$ 6.00	\$ 6.00
Brooks		\$ 7.00	\$ 5.75	\$ 5.50
Red Deer		\$ 8.50	\$ 7.50	\$ 6.00
Three Hills		\$ 5.00	\$ 4.00	\$ 4.00
Airdrie		\$ 10.75	\$ 6.80	\$ 6.80
Cochrane		\$ 5.25	\$ 3.50	\$ 3.50
Didsbury		\$ 5.75	\$ 4.50	\$ 4.50
Drumheller		\$ 8.25	\$ 6.25	\$ 6.25
Average		\$ 7.31	\$ 5.54	\$ 5.32
Differential Average		\$ 0.94	\$ 0.71	\$ 0.93

Considerations

An important consideration for the review of our fees is the budgetary implications of making such a change. In 2013 drop-in admissions represented 69,615.49 dollars, or 38.9% of revenues generated by the Aquaplex. If rates were adjusted to reflect the differential average cost per entry in the region – adjusted to the nearest 25 cents – the direct cost (lost revenue) to implement this change would be in the magnitude of \$10,000.

Implementation Costs

Another aspect of any adjustment should include the staff time and advertising costs associated with any changes (these rates are published in our activity guide, brochures and other media) in addition to the time to implement these changes – and removing rate parity with the Badlands Community Facility. (rates at the BCF are structured to match those at the Drumheller Aquaplex). In other words, a fee change in one facility would defeat our goal to apply a more consistent approach to programming and operations of the Aquaplex as a unified part of our recreation services .

Who would be most affected by the change?

The majority of frequent users of the Aquaplex are multi-pass holders, or Aquatics pass holders for 3 months to one year. Changing the rates for drop-in users would have a minimal effect on these users. Additionally, we

... serve a high number of tourists in June, July and August and we offer toonie swims for youth each week (which addresses the cost of swimming for youth). We have also secured sponsorship of public swimming from Tim Hortons – creating additional free swim times for our users.

Agenda Item # 8.4.1

What are the effects on Multi-Pass Rates?

Further consideration would need to be given as well – for the effects on the rates for multi-pass holders (either as drop-ins or in 1 month / 3 month and annual rates). The drop-in rates were used as the baseline for the development of all membership rates. If drop-in rates are adjusted, Council should then consider the need to reduce all membership classes including multi-passes as the Aquaplex represents a proportional cost of the value of each multi-pass membership. This calculation would have a much higher effect on revenue generation and requires an extensive review of the fee schedule in its entirety.

What are the budget implications?

Reducing these rates would represent a reduction in revenue – that would otherwise be realized and has been projected in the 2014 operating budget and would introduce a disjointed fee structure requiring an extensive review by Administration. This item was not identified as a priority in the Town's 2014 Corporate Business Plan.

Proposed by: Administration

Correlation to Business (Strategic) Plan The collection of service fees are necessary so that adequate revenues are realized in support of Town of Drumheller operations.

Benefits: Reducing the fees associated with Aquaplex drop-ins makes it more affordable for Aquaplex users.

Disadvantages: Reduces revenues and requires a more extensive review of membership fees / rates.

Alternatives: Defer a change in fees to our next budget year (to prepare for budget effects and necessary administrative changes)

Finance/Budget Implications: Collection of fees supports all town operations where fees are collected.

Operating Costs:

Budget Available: None

Budget Cost:

Underbudgeted Cost: \$10,000 (estimated)

Source of Funds: TBD

Communication Strategy: Notify staff and publish a revised fees schedule.

Recommendations: That Council defer a decision to adjust changes to the service fee schedule to the 2015-2018 budget deliberations (Fall 2014) and accept this report as information.

Report Writer:


Director of Community Services

Reviewed by:


Chief Administrative Officer

2014 Multi-Facility Membership (Badlands Community Facility & Aquaplex)	Drop-in	1 Month	3 Months	6 Months	Annual	Corporate
Youth (6-17)	\$8.00	\$55.00	\$141.50	\$235.50	\$392.50	\$314.00
Adult (18-59)	\$10.75	\$74.00	\$190.50	\$317.50	\$592.50	\$474.00
Senior (60+)	\$8.00	\$55.00	\$141.50	\$235.59	\$392.50	\$314.00
Family	\$22.25	\$155.50	\$399.50	\$665.50	\$1050	\$840.00

2014 Single Facility Membership (Badlands Community Facility or Aquaplex)	Drop-in	1 Month	3 Months	6 Months	Annual	10-Use*
Youth (6-17)	\$6.25	\$42.25	\$108.75	\$181.75	\$302.00	48.50
Adult (18-59)	\$8.25	\$57.00	\$146.50	\$244.25	\$455.75	65.25
Senior (60+)	\$6.25	\$42.25	\$108.75	\$181.75	\$302.00	48.50
Family	\$17.25	\$119.50	\$307.25	\$512.00	\$853.25	

10 Pack – 10 day passes for different people to visit the Badlands Community Facility or Aquaplex. \$65.25
 *10-Use Membership – 10 day passes for one individual to visit the Badlands Community Facility or Aquaplex.
 Prices include GST and are subject to change. Payment plans are available on 6 month, annual and corporate memberships.
 Youth under 14 years old must be supervised by an adult at all times.

BADLANDS COMMUNITY FACILITY

Amenities

- Fitness studio for fitness classes and independent workouts
- Fitness centre with 32 cardio machines, free weights, stack weights, TRX station, stretching equipment and more!
- A three court field house with recreation equipment and scheduled sports leagues and drop-in times
- A three lane rubberized running track
- Banquet halls that can be rented for special occasions
- Meeting rooms for groups of 2 to 50
- Drumheller Public Library
- Cottonwood Clay Studio
- Children's play space

Lockers

Half Lockers - \$50/year Full Lockers - \$100/year
 Day Use Lockers - Free (Bring your own lock or rentals available for \$1)

Hours of Operation

Monday – Friday 6:00am – 10:00pm
 Saturday & Sunday 8:00am – 8:00pm
 Holidays Hours posted at facility and online

80 Veterans Way, c/o 224 Centre St., Drumheller, AB T0J 0Y4
 Phone: (403) 823-1370 | Email: bcbinfo@dinosaurvalley.com
 Web: www.dinosaurvalley.com
 Facebook: www.facebook.com/BadlandsCommunityFacility

DRUMHELLER AQUAPLEX

Amenities

- Indoor pool
- Hot tub
- Swinging rope
- Diving board
- Steam room
- Outdoor pool
- Outdoor children's pool

Rentals

Lockers - 6 months - \$36 | 1 Year - \$72 | Day Use Lockers - Free
 (Lock rentals available for \$1)

Towels - Members: Free | Non-Members: \$2

Swim suits - \$3.25 | Pool Rentals - please ask for rates

Hours of Operation

Monday, Wednesday, Friday 6:00am – 8:30pm
 Tuesday & Thursday 9:00am – 8:30pm
 Saturday 11:30am – 8:00pm
 Sunday 11:30am – 4:30pm
 Holidays Hours posted at facility and online

100 - 1 Ave W, c/o 224 Centre St., Drumheller, AB T0J 0Y4
 Phone: (403) 823-1321 or (403) 823-1322
 Email: aquaplex@dinosaurvalley.com
 Web: www.dinosaurvalley.com
 Facebook: www.facebook.com/DrumhellerAquaplex